

**No.****POSITION PROFILE**NORTH-WEST UNIVERSITY  
YUNIBESITHI YA BOKONE-BOPHIRIMA  
NOORDWES-UNIVERSITEIT  
INSTITUTIONAL OFFICE**1. Position Information**

<b>Position Name</b>	Director: Shared Services	<b>Position Number</b>	PC00968
<b>Faculty / Division</b>	Research and Innovation	<b>School / Department</b>	Library and Information Services
<b>Subject Group</b>		<b>Location</b>	Potchefstroom
<b>Financially Accountable Manager (Position Name)</b>	Chief Director: Library and Information Service	<b>Next Level Manager (Position Name)</b>	DVC: Research and Innovation
<b>Author</b>		<b>Date completed</b>	2016.07.25
<b>Peromnes Grade</b>	5	<b>Date evaluated</b>	

**2. Organogram**



### 3. Output Profile

#### 3.1. Purpose of the position

To lead, plan, direct, coordinate and provide strategic direction for the institutional library and campus in information resources and systems particularly, Acquisitions, Cataloguing & Processing, Systems Administration and Support and the Bindery for success model delivery.

#### 3.2. Personal Responsibilities and Joint Accountabilities

Functional areas	Key Performance Areas	% time
1. Strategy Development in Support and contributing to teaching, learning and research through information resources provision, systems administration and support	<ul style="list-style-type: none"> <li>• Provide input in the development of the institutional library and information resources services and systems strategy.</li> <li>• Plan, develop, implement and maintain collections that meet the needs of NWU students, researchers and academics in consultation with Library Management, Campus and Institutional Library Committees.</li> <li>• Develop policy and processes to facilitate unitary implementation and optimise use of information resources across campuses.</li> <li>• Ensure adherence to all approved policies.</li> <li>• Review and renew license agreements.</li> <li>• Implement new collection evaluation tool.</li> <li>• Facilitate identification of gaps in collections and building collections in electronic and print format to provide access to information needed for research, learning and teaching at the NWU jointly with Director: Information and Learning Services.</li> <li>• Provide leadership to managers, specialists and staff in the division of Information Resources, Systems Support and Bindery Services to ensure legal and compliant services.</li> <li>• Team composition, effectiveness and efficiency.</li> <li>• Sub-unit team composition, effectiveness and efficiency - joint accountability.</li> <li>• Stakeholder relationship development and effectiveness</li> <li>• Corporate governance conformance, reporting and risk management.</li> <li>• Budgeting, cost management and cost-effectiveness</li> <li>• Develop a new formula for distribution of information budget across campuses.</li> <li>• Sub-unit processes and systems design, utilisation, effectiveness and efficiency.</li> <li>• Ensure unitary systems support across campuses and align fault reporting and troubleshooting in adherence to University IT and Systems procedures and guidelines</li> <li>• Facilitate staff development in the division.</li> <li>• Personal effectiveness, wholeness and development.</li> <li>• Values-based behaviour leadership and personal compliance.</li> </ul>	20%

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<p>2. Information resources development, management and utilisation and competitive resourcing</p>	<ul style="list-style-type: none"><li>• Ensure highest level of efficiency and effectiveness regarding management of library resources and services.</li><li>• Investigate duplication and overlap of expensive full-text databases, biannually.</li><li>• Manage information budget, capital and operations budget within the division.</li><li>• Manage library resources within budget and complying with agreed budget and statutory parameters.</li><li>• Investigate increased income from non-subsidised sources</li><li>• Commercialise the bindery</li><li>• Investigate the capacity of current machinery in the bindery and develop a turnaround strategy.</li><li>• Expand scope of bindery services</li><li>• Promote the bindery services as the main source of third stream income generation for LIS.</li><li>• Provide equitable, comprehensive and diverse information resources across campuses.</li><li>• Development of policies relating to collection development, management, and evaluation</li><li>• Ensure the implementation of collection development and management policies</li><li>• Establish the Collection Development Task Team and coordinate the effectiveness decisions outcomes.</li></ul>	<p>20</p>
<p>3. Participate in building the institutional reputation including research and innovation promotion</p>	<ul style="list-style-type: none"><li>• Provide evidence of information resources and systems support for IQA and Programme audits</li><li>• Develop the information resources and systems improvement plan and participate in Peer Evaluations.</li><li>• Ensure that the library fully supports the institution's research strategy.</li><li>• Plan &amp; co-ordinate information resources provided by Archives, Special Collections &amp; IR and services offered by the Bindery.</li><li>• Promote use of Rare Books and Special Collections and access on the library Webpage.</li><li>• Ensure that Webpage is seamlessly accessible and content is frequently updated.</li><li>• Ensure administration maintenance and support of the LIS system (Sierra) and Boloka (IR) on D-Space</li><li>• Ensure provision, maintenance and support staff and students with latest technological (hardware and software) infrastructure and development processes.</li><li>• Advocacy for the expansion and use of the Institutional Repository.</li></ul>	<p>20%</p>

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4. Strategic Operations Management, Risk Management and Quality Assurance	<ul style="list-style-type: none"><li>• Manage operations within the division, mitigate and minimise risks</li><li>• Ensure that concerns &amp; enquiries receive immediate attention.</li><li>• Plan for the development, improvement of the physical facilities and departmental resources.</li><li>• Develop and Review Service Level Agreements and Standards (SLA).</li><li>• Participate in NWU self-evaluation ventures, peer-evaluation sessions</li><li>• Adhere with national and international standards within the division.</li><li>• Completion of projects on time. Project plans &amp; evaluation reports.</li><li>• Initiate projects where there are backlogs. Deliver projects objectives that are fit for purpose in order to achieve desired results.</li><li>• Develop action plans and monitor progress.</li></ul>	10
5. Library Positioning	<ul style="list-style-type: none"><li>• Provide input into the library and information services marketing plan and joint accountability for implementation.</li><li>• Advocate on behalf of the Library within the campus, the institution and externally.</li><li>• Contribute to Scholarly work and promote library visibility at conferences through attendance, delivery of papers and publications.</li><li>• Community engagement and advocacy by developing and supporting continuing education programs and workshops in provincial, school and community libraries.</li></ul>	10%

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6. Campus Library and Information Resources and Systems administration and strategic support Operations	<ul style="list-style-type: none"> <li>• Plan and select priorities according to library's strategic plan.</li> <li>• Guide, direct and support campus section managers towards fulfilment of library vision, mission and goals.</li> <li>• Accept responsibility for the building, staff and users, therefore participate in the Health and Safety activities on campus.</li> <li>• Attend relevant campus and institutional committee meetings.</li> <li>• Contribute to the recruitment, retention, leading and motivation of library staff.</li> <li>• Adhere to NWU's performance development and appraisal processes.</li> <li>• Ensure that NWU code of ethics are followed (staff conduct, Leave management and absenteeism, etc.)</li> <li>• Actively develop and maintain internal and external relations on campus – library staff, deans, directors, support and academic staff.</li> <li>• Maintain honest and open communication channels with stakeholders.</li> <li>• Initiate and maintain a well-established network of peers outside the university.</li> <li>• Participate on a national level with library related organisations.</li> <li>• Maintain highest service standards possible</li> </ul> <p>Ensure that documentation in terms of policies, reports, minutes, etc. is kept up to date according to NWU record keeping standards.</p>	20
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## 4. Incumbent Requirement Profile

### 4.1. Qualifications

Type	Area of Specialisation	NQF Level	Essential	Desirable
Masters Degree in Library and Information Science	Library and Information Science	9	x	
Doctoral Degree in Library and Information Science	Library and Information Science	10		x

### 4.2. Professional Status

Professional Status	Body / Institution / Forum	Essential	Desirable
Accreditations			
Registrations			
Legal Appointments			

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<b>Memberships</b>	Library and Information Association of SA	x	
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#### 4.3. Experience

Functional	Level of Involvement	Year(s)	Essential	Desirable
Specialist in research and academic industry / professional leadership		10	x	
	Operational	6	x	
	Management	4	x	

#### 4.4. Essential Competencies

Functional / Technical Competencies (Knowledge and Skills)
Fundamental knowledge of collection development and publishing industry
Fundamental knowledge of ICTs and e-services.
Knowledge of Higher Education landscape.
Knowledge and understanding of all the library services and the service Philosophy.
Knowledge of the University management and organisational structure
Knowledge and understanding of financial systems and procedures
Knowledge of Benchmarking and Quality Controls
In-depth knowledge of Human Resources policies and procedures
Knowledge of project management
Behavioural Competencies
Excellent interpersonal skills
Financial Management skills
Planning and organisational skills
Decision making and problem solving skills
Analytical thinking skills
Ethical and trustworthy
Conflict resolution skills
Change management skills
Presentation skills
Mentoring and coaching skills

### 5. Relationship Information

<b>Number of <u>DIRECT</u> reports</b>		<b>Number of <u>INDIRECT</u> reports</b>	
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<b>Number of People Coordinated</b>		<b>Number of People Supervised</b>	
<b>Key Internal Stakeholders</b>	Research Office, Teaching and Learning office, CTL, Student Leadership, IT, Quality Office, Finance department, Physical Infrastructure and planning, People and Culture, Marketing and communication, Protection services, Executive Deans and Directors, and Senior Management	<b>Key External Stakeholders</b>	Information Suppliers, Publishers, Professional bodies such as LIASA, SANLiC, CHELSA, NCLIS, DHET, Research funding agencies such as NRF, DST, Donors, Other University Libraries, and relevant communities,
<b>Key Joint Accountability Positions</b>	Directors: Information and Research Services , and, Loan Services Senior Director: LIS Chief IT Director, Finance Directors Executive Deans, and Directors Directors: CTL Institutional Director: Research, Directors: People and Culture, Director: Infrastructure and Physical Planning,		

## 6. NWU Brand Promise, Values and Success Model

The above Output Profile is delivered against the backdrop of the North-West University Brand Promise and Values:

### **Our brand promise**

To be: Dynamic; Values-driven; Excellent.

### **Values**

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NWU will foster engaged and caring staff and students and embed the following foundational values, based on the constitutional values of human dignity, equality and freedom: -

Ethics in all endeavours

Academic integrity

Academic freedom and freedom of scientific research

Responsibility, accountability, fairness and transparency

Embracing diversity

The Output Profile is furthermore designed within the context of the **North-West University Success Model** that provides the essential basis for a comprehensive understanding of this profile as well as the basis for setting of performance objectives.

### 7. Approval

Position	Name and Surname	Signature	Date
<b>Direct Manager</b>	Dr M Moyo		
<b>Next Level Manager</b>	Prof MJ Mphahlele		

### 8. Incumbent Acceptance

I have read the content of this document and the North-West University Success Model and herewith accept both documents. I further accept that this position profile has been designed to indicate the nature and level of work to be performed by me in this position and that it is not designed to contain, or to be interpreted, as a comprehensive inventory of all duties or responsibilities and tasks reasonably required of me in this position.

Name and Surname of Incumbent	Signature	Date
Mrs B N Kaunda		